



HEALTH & HUMAN SERVICES

*Building a*  
HEALTHIER COMMUNITY  
*together*

3-YEAR DEPARTMENTWIDE STRATEGIC PLAN: 2022 - 2024

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Prepared by  
Pacific Health Consulting

[www.placer.ca.gov/hhs](http://www.placer.ca.gov/hhs)

# PRIORITIES

## COMMUNITY LEADERSHIP

### LEADERSHIP ON COMMUNITY HEALTH ISSUES

Support coordinated countywide strategies to address homelessness, mental health and substance use crises

### AWARENESS OF HHS ROLE & VALUE

Grow community understanding of HHS services, role and value

### DISASTER & CRISIS PLANNING & RESPONSE

Institutionalize new knowledge, relationships and systems to plan for and respond to health and natural disaster crises

## HEALTH PROMOTION & EQUITY

### COMMUNITY HEALTH MESSENGER

Be a trusted and visible messenger on community health status and issues

### CULTURALLY COMPETENT SERVICES

Ensure culturally competent HHS services

### HEALTH DISPARITIES

Be a leader in describing and addressing health disparities

## INTEGRATED & EFFECTIVE SERVICES

### INTEGRATED & PERSON-CENTERED SERVICE

Deliver seamless, person-centered, integrated and evidence-based services

### DEMONSTRATED HHS PROGRAM OUTCOMES

Meaningfully report on the reach and impact of HHS services

### INNOVATIVE PROGRAMS

Develop innovative programs to meet local needs while maximizing funding

## WORKFORCE

### FLEXIBLE, ADAPTABLE HIRING

Simplify and reshape hiring structures to meet workforce goals

### ATTRACTIVE WORK ENVIRONMENT

Leverage opportunities to create an attractive work environment

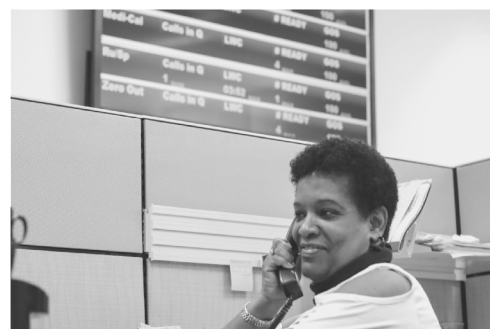
### NEXT GENERATION WORKFORCE

Build a workforce that reflects the diverse communities we serve

## Letter from the **DIRECTOR**

Dear Placer colleagues, friends and neighbors,

Back in 2019, Placer County Health and Human Services (HHS) came together with our Placer community to develop our first comprehensive HHS strategic plan of the 21st century. This strategic plan advanced our long-standing commitment to working collaboratively across our diverse and multidisciplinary Department and with our community to build a healthier Placer together. At that time, we could not have anticipated the trials we would soon experience with the largest pandemic in over a century, along with many of the other challenges and demands we have faced together over the last three years.



While these times have been difficult for HHS and our community, they have also served to help propel us forward by strengthening and expanding HHS's partnerships; raising HHS's profile in the community; elevating our leadership commitment; catalyzing new resources and perspectives; reinforcing the value and strength of our HHS workforce; illuminating the critical challenges and disparities impacting resident health and well-being; and crystalizing the long-term institutional priorities that are critical to ensuring effective services and a committed and well-supported workforce. Our 2022 – 2024 strategic plan seeks to carry forward our long-term commitment to institutional improvement, build on unexpected lessons and opportunities, and further fulfill our role as a service provider, community partner, community educator and catalyst for a healthier Placer County.

Enclosed here is the 3-year strategic plan articulating HHS's over-arching strategic priorities and objectives for 2022-24. In constructing our strategic plan, HHS considered our organizational position and experience, the community and policy environment, and anticipated needs and opportunities in the future. Development of the HHS strategic plan was a collaborative process that included significant input and guidance from HHS leadership and line staff, nonprofit community partners, local and county government agencies, elected officials and other trusted partners. We appreciate and value all of the guidance we received in the development of this plan.

The HHS strategic plan aligns with and reinforces the County of Placer's Critical Success Factors, including a commitment to community leadership and partnership; focus on service innovation and integration; attention to critical community issues, such as housing and homelessness; and continued commitment to fiscal stewardship. We are pleased to align with and advance the County's strategic direction.

The four strategic priorities and related objectives will serve as a focus and framework for guiding our future efforts.

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## Cont'd: Letter from the **DIRECTOR**

As we look ahead to the next 3 years, there are some opportunities and challenges that we can anticipate. One example is the construction of an HHS Center in North Auburn, that promises to help us to deliver more integrated and effective services and to better support our workforce and community. And, once again there will be likely be many challenges and opportunities that we can't fully predict. But we approach this time with hope and confidence, looking forward to continuing to learn and grow stronger and more connected as we collectively work through the challenges and opportunities ahead.

Once again, we thank you for your ongoing partnership and support in building a healthier Placer together.

Be well,  
Rob



Dr. Rob Oldham  
*Director, Health and Human Services*  
*Interim Health Officer*  
*Chief Psychiatrist*



## VISION:

A safe, healthy and connected community in which all members flourish.

## MISSION:

Building health and wellbeing in Placer County as leaders, innovators, and partners with our community to strengthen, support and protect all who live here.

## VALUES:

Collaboration  
Excellence

Leadership  
Innovation

Compassion  
Equity

# COMMUNITY LEADERSHIP

Beyond the delivery of services, HHS recognizes its responsibility to provide leadership, and facilitate partnership and coordination, on critical issues impacting the health and wellness of Placer County residents. Over the next three years, HHS will build on the trust and partnership developed with elected officials and public and nonprofit agencies during the pandemic to support coordinated strategies that address the homelessness, mental health and substance use crises. We will prioritize engagement with local elected officials and partners to deepen understanding of the role and value of HHS and HHS appreciation of local concerns. Lastly, we will take steps to institutionalize all that we have learned about disaster and crisis response into a robust and resilient system.

OBJECTIVE	STRATEGIES
<p><b>LEADERSHIP ON COMMUNITY HEALTH ISSUES</b></p> <p>Support coordinated countywide strategies to address homelessness, mental health and substance use crises</p>	<p><b>HOMELESS STRATEGY LEADERSHIP</b> Facilitate and champion a coordinated county homelessness strategy among local jurisdictions, the County, Continuum of Care, law enforcement, funders and community providers</p> <p><b>MENTAL HEALTH AND SUBSTANCE USE LEADERSHIP</b> Strengthen and tie together cross-sector initiatives to address mental health and substance use challenges made more visible during the pandemic</p> <p><b>TARGETED COLLABORATION</b> Prioritize service collaboration and coordination on services that impact community health priorities (homelessness, mental health, substance use)</p>
<p><b>AWARENESS OF HHS ROLE &amp; VALUE</b></p> <p>Grow community understanding of HHS services, role and value</p>	<p><b>CITY/TOWN COUNCIL ENGAGEMENT</b> Inform county/local elected officials and agencies about the scope, role and impact of HHS services on priority community issues, and conduct regular presentations to city council on health issues and community health priorities (e.g. homelessness, mental health, substance use)</p> <p><b>STAFF AMBASSADORS</b> Train a cadre of HHS staff to serve as effective ambassadors and representatives in the community</p> <p><b>HHS BRAND</b> Develop compelling brand and messaging strategy to describe HHS role and impact</p>
<p><b>DISASTER &amp; CRISIS PLANNING &amp; RESPONSE</b></p> <p>Institutionalize new knowledge, relationships and systems to plan for and respond to health and natural disaster crises</p>	<p><b>INSTITUTIONALIZED PRACTICE</b> Translate pandemic and natural disaster practices and lessons learned into institutionalized systems and practices</p> <p><b>ORGANIZATIONAL RESILIENCE</b> Train multiple levels of staff leadership to ensure resilient organizational capability for crisis response</p>

# HEALTH PROMOTION & EQUITY

Placer County HHS believes that every resident deserves the opportunity to be healthy, regardless of financial status, geographic region, race/ethnicity or any other characteristics. HHS has a unique role in promoting a healthy community for all residents by clearly describing and educating our community about our collective health and well-being, ensuring that the services that HHS delivers are effective and responsive to everyone in the diverse geographic and demographic communities we serve, and playing a lead role in describing and reducing the health disparities in our community. Over the next three years, HHS will prioritize building and delivering effective public reporting on community health and well-being, systematically strengthening the cultural competence of all HHS services, publishing a health equity and disparities dashboard, and facilitating solutions to address the most critical health disparities in our county.

OBJECTIVE	STRATEGIES
<b>COMMUNITY HEALTH MESSENGER</b>  Be a trusted and visible messenger on community health issues and status	<b>HHS INFRASTRUCTURE</b> Expand and elevate public relations/communication, epidemiology and data reporting expertise and infrastructure  <b>COMMUNITY HEALTH SCORECARDS</b> Develop and promote scorecards and reports on key community health issues
<b>CULTURALLY COMPETENT SERVICES</b>  Ensure culturally competent HHS services	<b>EQUITY/CULTURAL COMPETENCE ASSESSMENT</b> Conduct an organization-wide service equity and cultural competence assessment in all divisions  <b>DEPARTMENTAL CULTURAL COMPETENCE GOALS</b> Develop department-specific cultural competence goals and strategies  <b>CROSS-SECTOR WORKGROUP</b> Maintain a cross-sector equity and cultural competence workgroup to monitor efforts, educate divisions and champion initiatives  <b>COMMUNITY AGENCIES</b> Leverage the role of community agencies to selectively serve as contract service providers and to support departmental cultural competence goals, as well as, embed cultural competence goals in the contracting process
<b>HEALTH DISPARITIES</b>  Be a leader in describing and addressing health disparities	<b>PRIORITIZE HEALTH DISPARITIES FOR HHS ACTION</b> Utilize data to identify vulnerable populations and negative health outcomes, and; develop, implement and evaluate changes to services, policies, systems and environments to address these disparities  <b>HEALTH DISPARITIES AND EQUITY DASHBOARD</b> Establish, regularly publish a community health disparities and equity dashboard, and educate community stakeholders on outcomes and relevance  <b>CAPACITY BUILDING AND RESILIENCE PROMOTION</b> Identify and strengthen sources of resilience in, and advocacy for, vulnerable communities

# INTEGRATED & EFFECTIVE SERVICES

HHS will carry forward its existing strategic focus on delivering effective and integrated HHS services. This includes building on existing initiatives to advance service integration, particularly for populations impacted by priority community health issues, and leveraging the new HHS Center as a catalyst for advancing integration. Further, HHS will continue efforts to enhance, understand and demonstrate the outcomes of HHS programs, as well as test and promote innovation in how services are delivered.

OBJECTIVE	STRATEGIES
<p><b>INTEGRATED AND PERSON-CENTERED SERVICE</b></p> <p>Deliver seamless, person-centered, integrated and evidence-based services</p>	<p><b>HHS CENTER</b></p> <p>Prioritize programmatic integration within the HHS Center and extend those insights to south- and eastern-Placer service hubs</p> <p><b>TARGETED SERVICE INTEGRATION</b></p> <p>Selectively advance service integration pilots for HHS services targeting populations impacted by priority community health issues (homelessness, mental health, substance use)</p>
<p><b>DEMONSTRATED HHS PROGRAM OUTCOMES</b></p> <p>Meaningfully report on the reach and impact of HHS services</p>	<p><b>INTERNAL SERVICE PERFORMANCE MONITORING &amp; REPORTING</b></p> <p>Better understand who and how many are being served, then develop a set of output and outcome metrics to document the impact of programs/services and inform HHS decision-making</p> <p><b>PERFORMANCE-BASED CONTRACTING</b></p> <p>Expand the use of performance-based contracting in which expectations are tied to a payment structure</p>
<p><b>INNOVATIVE PROGRAMS</b></p> <p>Develop innovative programs to meet local needs while maximizing funding</p>	<p><b>PILOT PROGRAMS ADDRESSING COMMUNITY HEALTH PRIORITIES</b></p> <p>Test and assess innovative programs to address shared community health priorities (homelessness, mental health, substance use)</p> <p><b>EXPLORE HOW TO SHARE AND PROMOTE INNOVATIVE APPROACHES WITHIN HHS</b></p> <p>Develop a mix of online and in-person opportunities for staff to exchange lessons learned</p>

# WORKFORCE

The 2019 – 21 HHS strategic plan articulated a clear focus on a future-oriented workforce strategy that ensured HHS remains a compelling choice in a competitive environment. The pandemic has both demanded much from our employees and accelerated our commitment to creative workforce strategies and innovation. We applaud the commitment of HHS employees and are committed to providing a work environment that supports staff retention and satisfaction, as well as, positions HHS to be an attractive and high performing employer in the future. To that end, HHS will aggressively partner with the County and pursue strategies that simplify and adapt hiring practices, utilize creative and responsive strategies to create a more attractive work environment for our staff (e.g. wellness, telework, alternative work weeks), and thoughtfully establish policies and practices geared toward attracting and retaining a diverse workforce that reflects the communities we serve.

OBJECTIVE	STRATEGIES
<p><b>FLEXIBLE, ADAPTABLE HIRING</b></p> <p>Simplify and reshape hiring structures to meet workforce goals</p>	<p><b>SIMPLIFIED CLASSIFICATION &amp; HIRING RULES/PRACTICES TO MEET OUR NEEDS</b></p> <p>Simplify job classification and hiring structure/requirements to broaden eligibility and speed hiring time</p> <p><b>FLEXING THE TEMPORARY WORKFORCE</b></p> <p>Enable part-time/contract work structures, community agency contracting, job sharing and job classification flexibility to temporarily flex the HHS workforce</p>
<p><b>ATTRACTIVE WORK ENVIRONMENT</b></p> <p>Leverage opportunities to create an attractive work environment</p>	<p><b>INSTITUTIONALIZED TELEWORK STRUCTURE</b></p> <p>Develop telework standards, expectations, training and structure throughout the organization</p> <p><b>EARLY RETIREMENT</b></p> <p>Evaluate advancement opportunities/barriers to incentivize retention and dis-incentivize early retirement</p> <p><b>ALTERNATIVE WORK WEEKS</b></p> <p>Explore and pilot alternative work weeks</p> <p><b>STAFF WELLNESS RESOURCES</b></p> <p>Expand wellness and mental health resources for staff</p> <p><b>WORKPLACE SAFETY</b></p> <p>Assess safety of work environments and process and design and implement a plan to address gaps</p>
<p><b>NEXT GENERATION WORKFORCE</b></p> <p>Build a workforce that reflects the diverse communities we serve</p>	<p><b>HIRING &amp; RECRUITMENT POLICIES TO FACILITATE HIRING GOALS</b></p> <p>Modify job descriptions, classification requirements, hiring criteria and processes to enable programs/departments to hire staff that understand and reflect the clients they serve</p> <p><b>WORKFORCE PIPELINES</b></p> <p>Build explicit workforce pipeline programs, outreach and marketing with local educational institutions to promote interest among a diverse candidate pool</p> <p><b>COMPETITIVE EMPLOYMENT TERMS</b></p> <p>Explore and pilot strategies to ensure that HHS is a competitive and attractive employer in the marketplace</p>